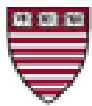


Writing



HARVARD Kennedy School

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3 RULES

- PRIORITIZE RECOMMENDATIONS
- STRUCTURE FOR CLARITY
- PRACTICE COGENT ARGUMENT



REFLECTION

**GLOBAL
CAUSES**



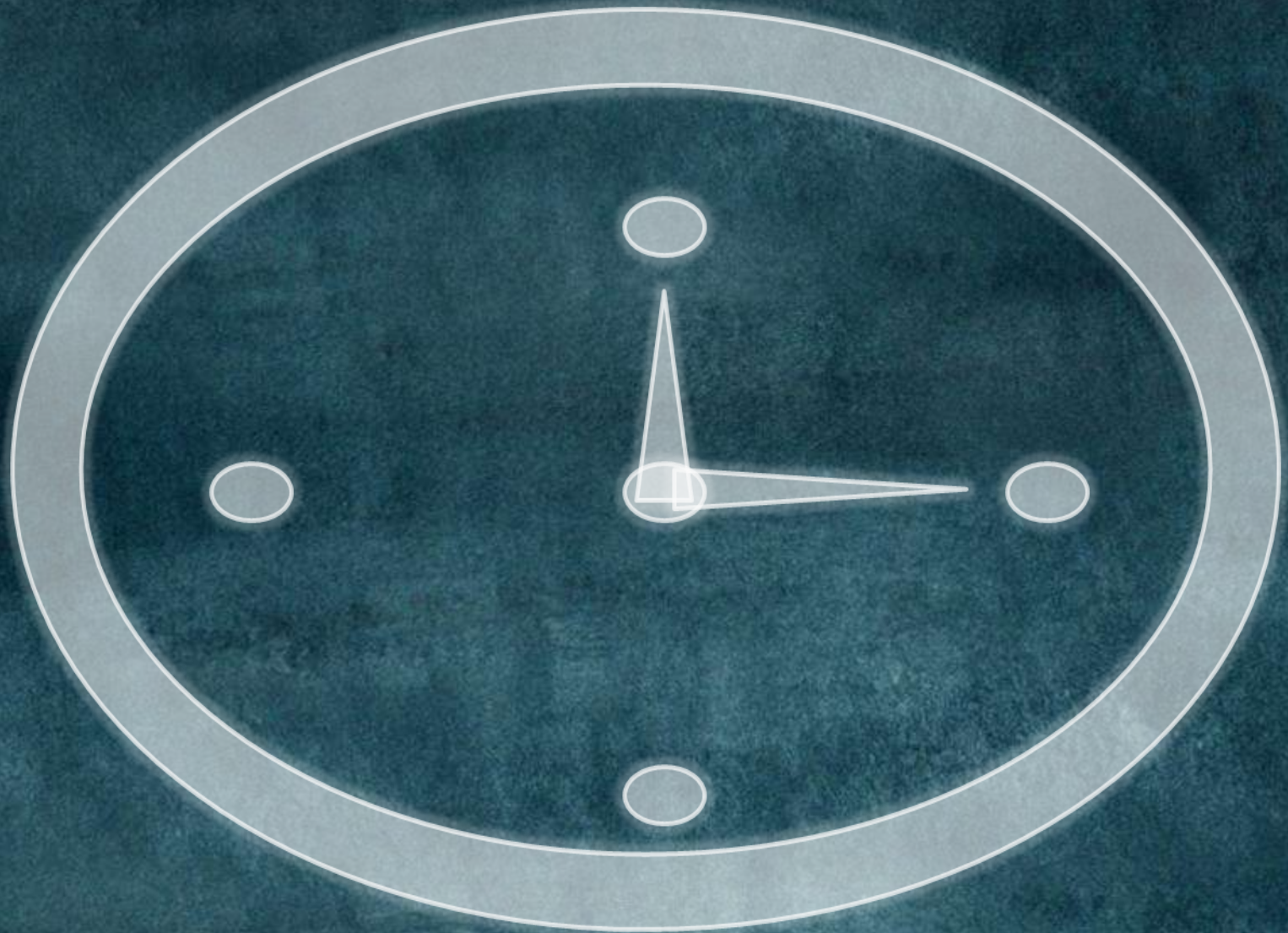


RULES

3 RULES

FOR CREATING
SUPERB
WHITE
PAPERS

**What is your timeline to complete your project?
How much time should you allot for each task?**

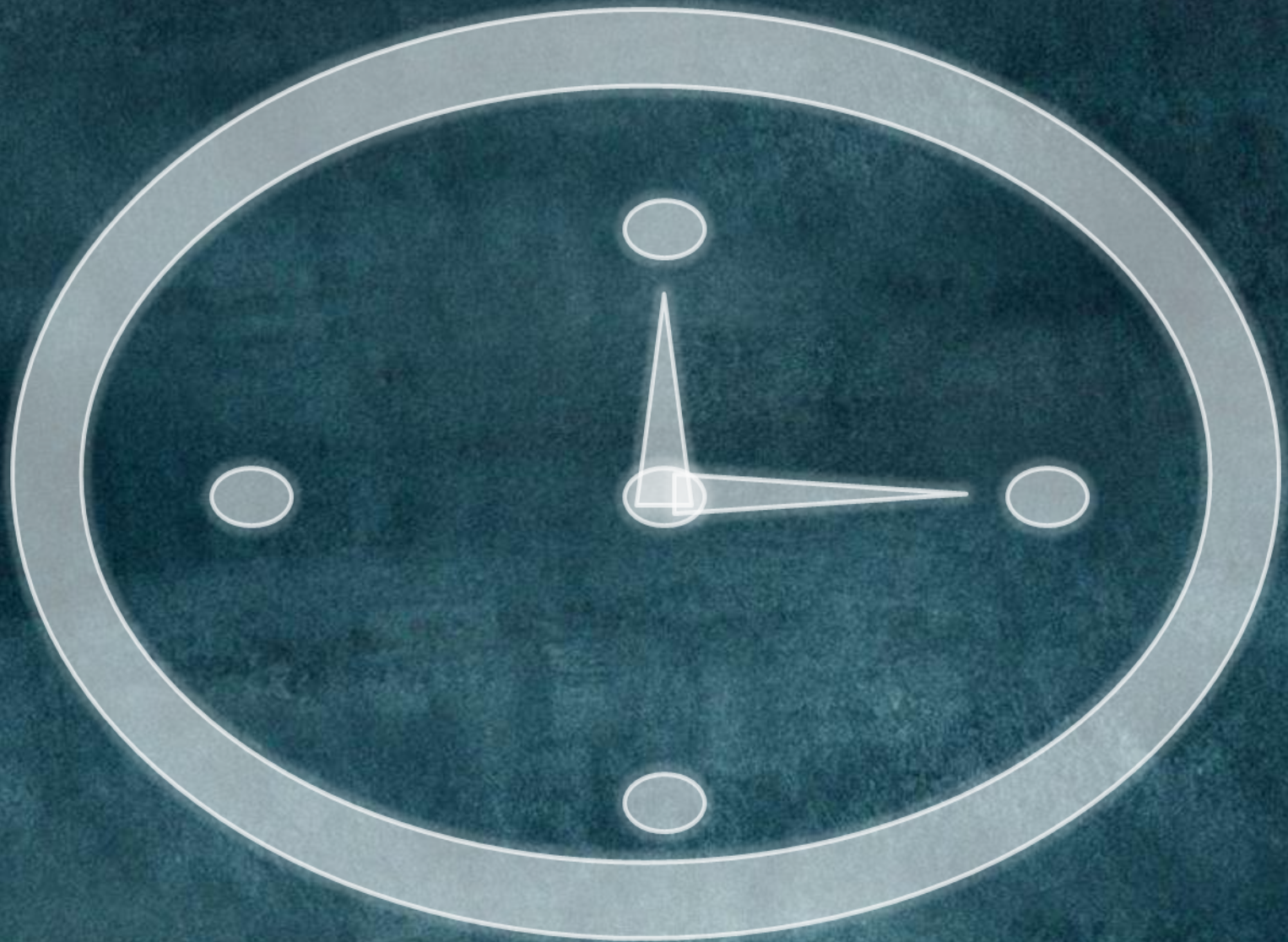


WHY
THEY
WANT
\$HARE\$
STHEY NEED TO
FOOD FOR
TO TAKE
VIEW

**How much will it cost to implement your recommendations?
Are they cost effective?**



**What is the timeline for your recommendations?
How much time should your client or decision maker allot?**



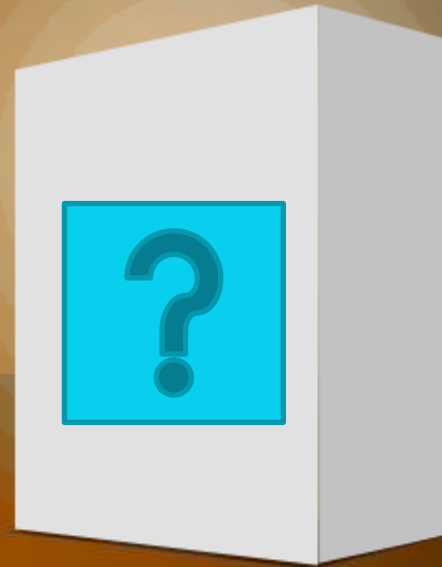


**What do your findings show?
What changes have you observed?**

A light blue arrow pointing to the right, centered on a dark blue background. The arrow has a black outline and a notch at the top and bottom. The word "Connections" is written in a black, cursive font inside the arrow.

Connections

WHICH
POLICY
HAS IT
ALL?



1



**PRIORITIZE
RECOMMENDATIONS
TO MOVE
POLICY**

PEST Feasibility Study



OPTIONS

Prioritizing Recommendations

Do Nothing/ Status Quo	-	+	-	-	+/-
Tax Pesticides	+/-	+	+/-	+	+
Increase Number of Pesticides Banned	+/-	-	-	+	-
Discourage Pesticides through Tax Breaks to Ecologically Appropriate Crops	-	-	+/-	+	+/-
Limit the Number of Pesticides Used on Certain Crops	-	+/-	-	+/-	+/-
CRITERIA	Political Feasibility	Administrative Feasibility	Equity (Social)	Environmental Impact	Cost Effectiveness (Economics)

Stakeholders Chart

OPTIONS

Do Nothing/ Status Quo	-	+	+	-	-	-
Tax Pesticides	+	-	-	+	+	+
Increase Number of Pesticides Banned	+	-	-	+	-	+
Discourage Pesticides through Tax Breaks to Ecologically Appropriate Crops	+	+/-	-	+	+	+
Limit the Number of Pesticides Used on Certain Crops	+	-	-	+/-	+/-	+/-
STAKE- HOLDERS	The Public	Traditional Farmers	Chemical Production Companies	Farm Labor	The Environment	Organic Farmers

STRENGTHS

Weaknesses



Opportunities

THREATS

STRENGTHS

What are the benefits of taxing pesticides?

Weaknesses

Opportunities

THREATS

STRENGTHS

Weaknesses

What is the negative impact of
taxing pesticides?

Opportunities

THREATS

STRENGTHS

Weaknesses

Opportunities

Why is it a good time to tax pesticides?

THREATS

STRENGTHS

Weaknesses

Opportunitie

THREATS

What are the risks of taxing pesticides?

STRENGTH

Weaknesses

S

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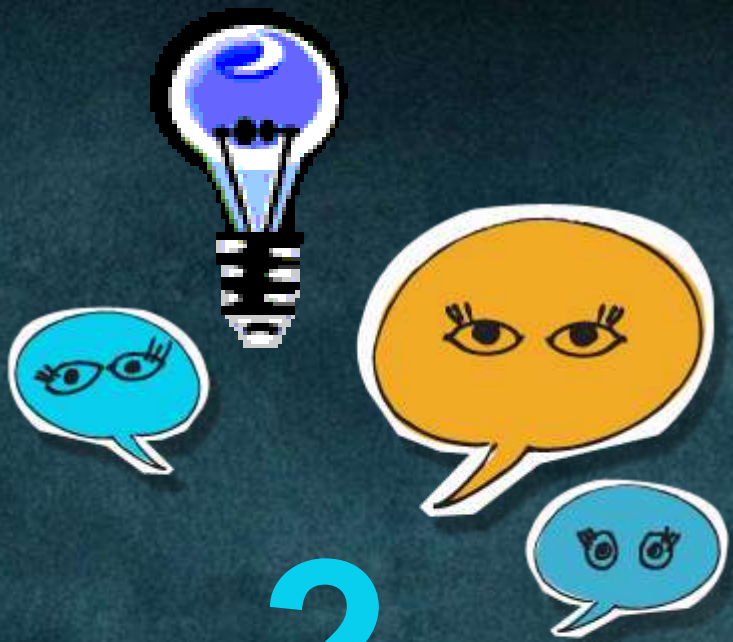
Opportunity

THREATS

THOUGHT



MESSAGE



2

STRUCTURE:

Help them

UNDERSTAND

what you

RECOMMEND

The Core Characteristics of the Executive Summary

The executive summary is usually two single-spaced pages but longer white papers may demand longer executive summaries.

WHO and WHAT / Where

1. **Acknowledges** target audience, intended use/s, and the expected dissemination for the paper
2. Concisely **states the problem or issue** either in terms of current policy or as a situation

WHY

1. Offers **reasons** for changes to that policy or situation; explains why the issue is troubling
2. May signpost **key policy options** or approaches; sometimes this is simply stated as the status quo, sometimes it includes alternatives that seek to remedy or address the problem
3. May signpost the **pros and cons** of key options or may highlight the **general trends** in addressing the issue
4. May reference the **methodology** used to examine the data or explain core assumptions that guided research and analysis

HOW / When

1. **Recommends** primary course/s of action **or states findings** that may lead to recommendations in future policy work
2. Offers **supporting reasons** for selecting or highlighting that course of action or findings
3. May offer a **timeline** for the project or a chronology to carry out the recommendations.

SO WHAT?

1. The final sentence/s may offer a roadmap describing the structure of the paper.
2. They always remind the reader of **urgency**.

1. **BLUF** statement or **B**ottom **L**ine **U**p **F**ront
2. pros and cons or basic issues
3. Explain the recommendations or issues
4. Implementation or Next Steps
5. Conclusion: **urgency!** so what?
6. Annexes
Visuals / Graphs/ Charts/ Data sets /Surveys

Basic Structure

- The Executive Summary
- Introduction and/or Background
 - Methodology
 - Literature Review
- Policy Options or Policy Context
 - Findings
- Case Studies and Best Practices
 - Recommendations
 - Implementation
- Next Steps and Conclusion
 - Appendices
 - Bibliography



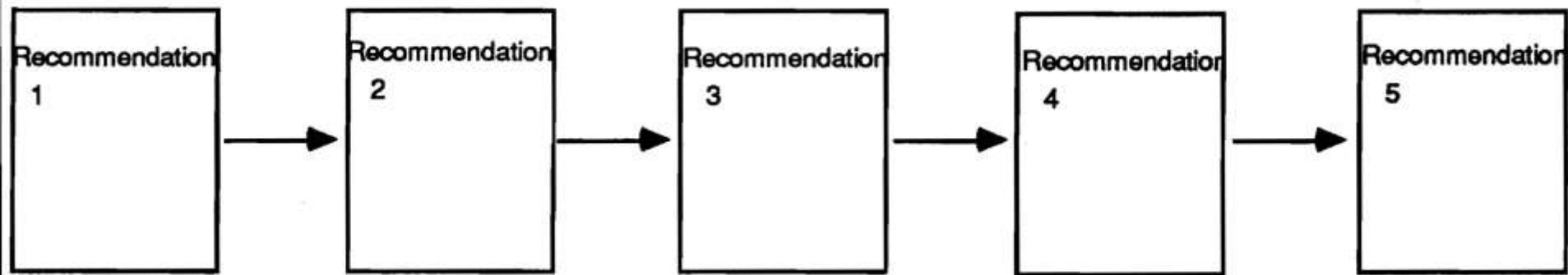
PRACTICE

Cogent

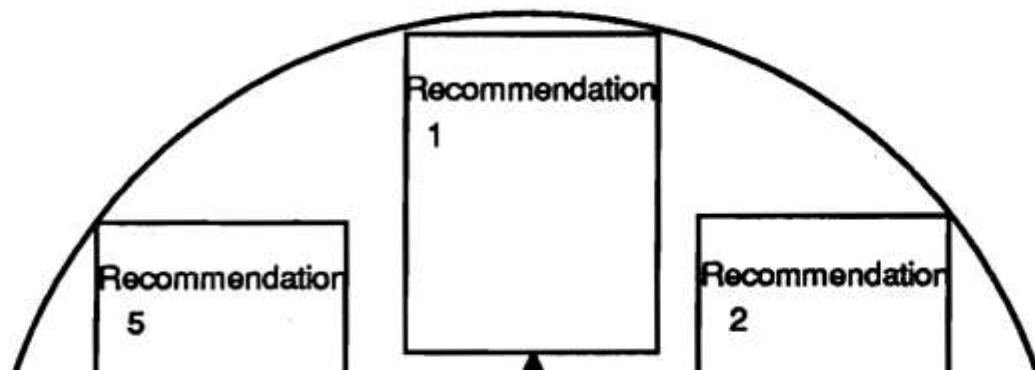
Argument

Not Comprehensive Superfluity

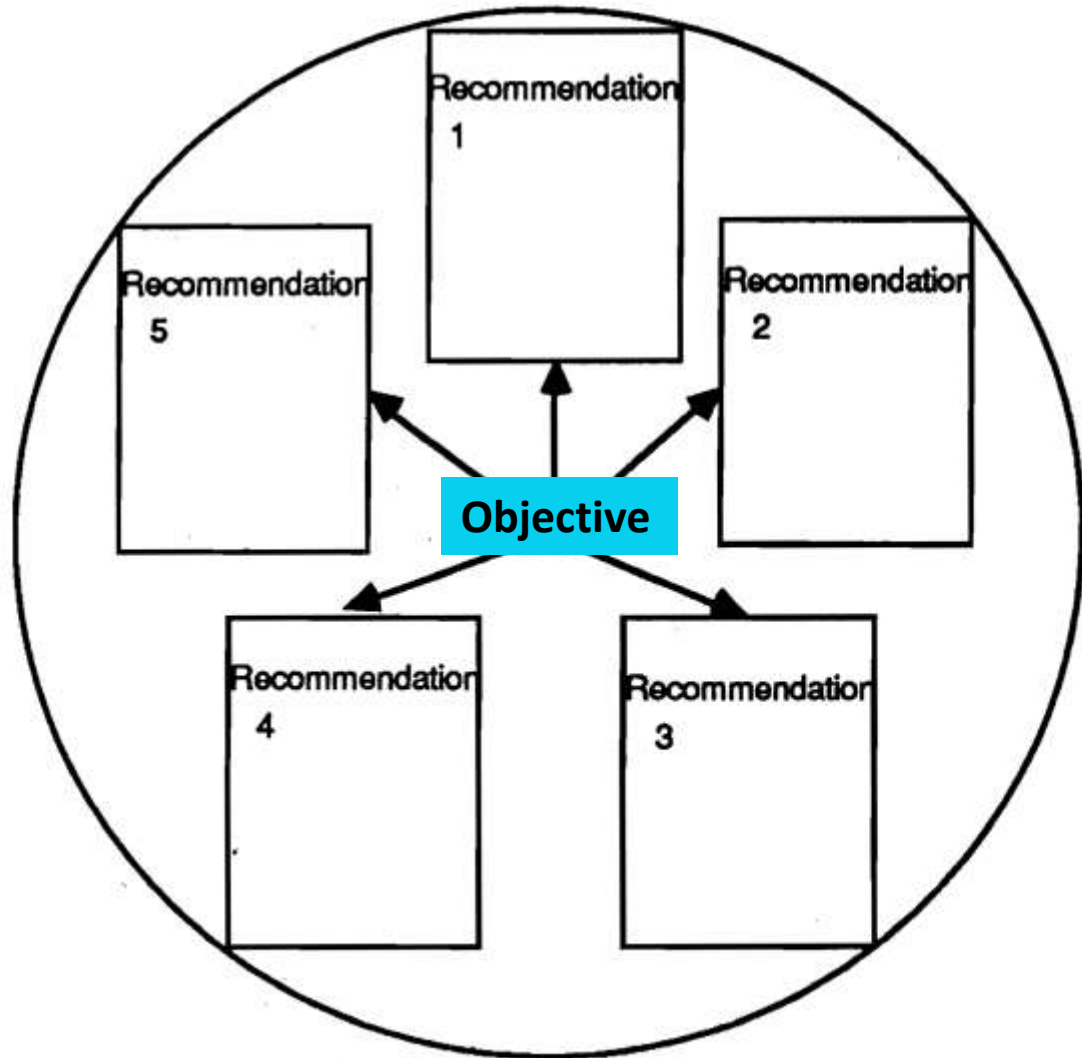
NOT THIS:

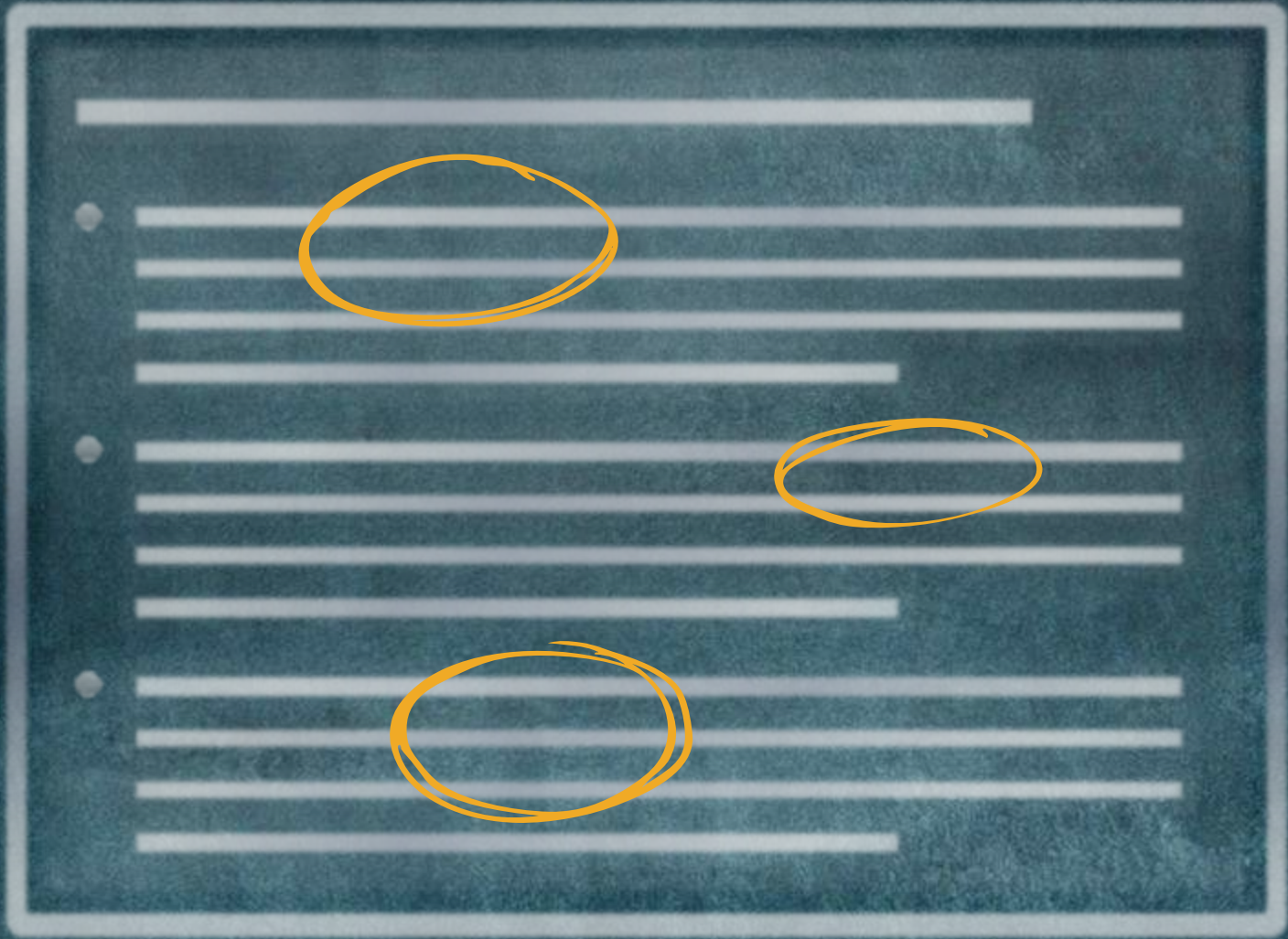


BUT THIS:



**BUT
THIS:**



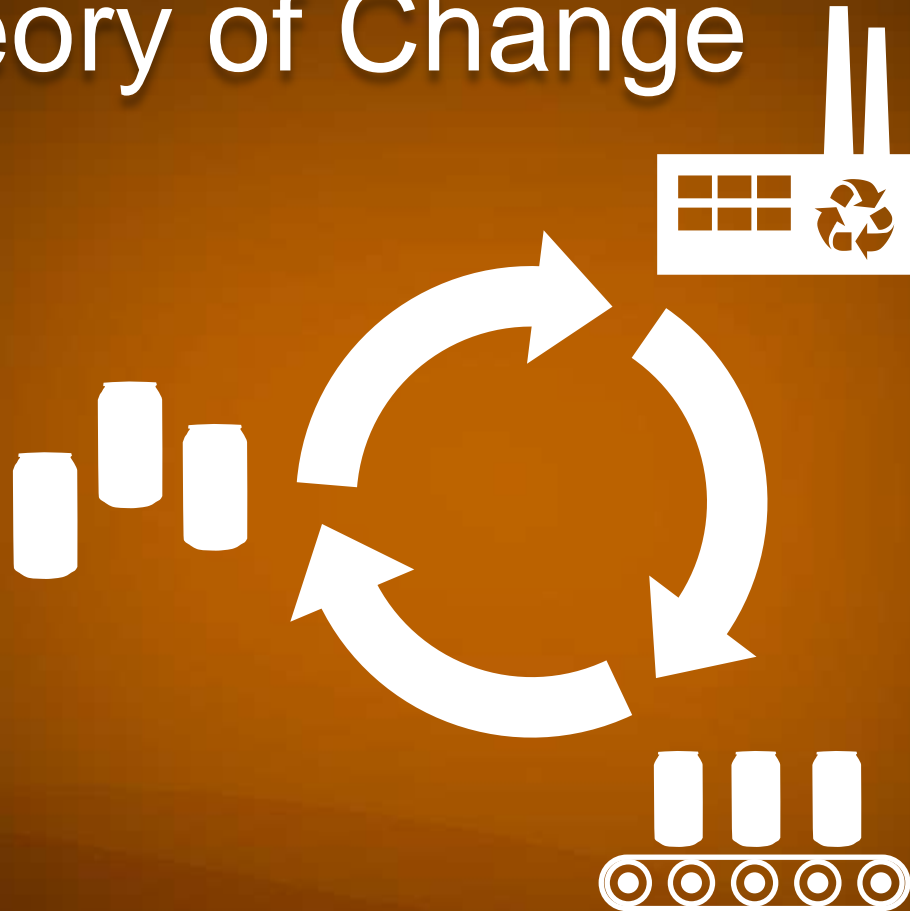


VERBAL

VISUAL



Theory of Change



From Vulnerable Mountaineers

to Safe Climbers

Safety ropes for the impoverished middle class

In Argentina



Agustina Schijman and Guadalupe Dorna

Harvard Kennedy School, MPA/ID Candidates 2012

Advisor: Dan Levy

Seminar Leader: Lant Pritchett

Written in fulfillment of the requirements for the degree of Master in Public Administration in International Development at the John F. Kennedy School of Government, Harvard University



Immigrant Voters in Massachusetts: Implications for Political Parties

A Report to the Massachusetts Democratic
Party

April 2007

Mamie Marcuss

Candidate for Master in Public Policy 2007

John F. Kennedy School of Government

Harvard University

Advisor: Professor David King

http://www.hks.harvard.edu/var/ezp_site/storage/fckeditor/file/pdfs/degree-programs/oca/pae-marcuss-immigrant-voters-in-massachusetts.pdf

3

RULES

PRIORITIZE RECOMMENDATIONS
STRUCTURE FOR CLARITY
PRACTICE COGENT ARGUMENT